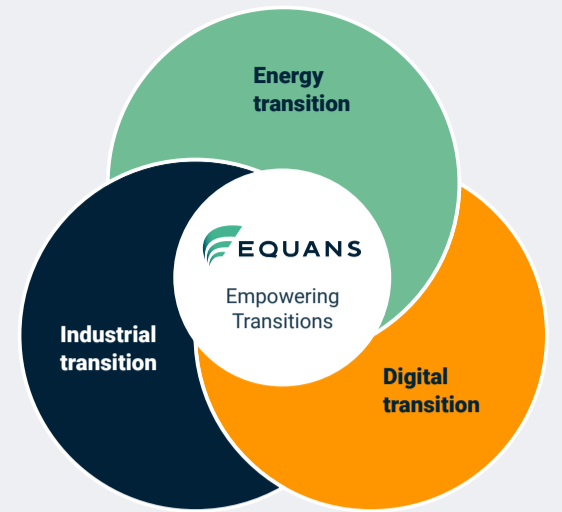


IMPACT *by Equans*

Equans is committed to achieving global and sustainable performance through IMPACT - our manifesto for being a responsible business for our customers and ourselves.

IMPACT is centred on seven key commitments including, responsible procurement, environmental and social responsibility, diversity and inclusion, ethics and health and safety, with specific KPIs to measure how we deliver on these.



1. WE DELIVER OPERATIONAL EXCELLENCE

Our goal is to **be the reference company delivering best-in-class operational performance**, designing, building, maintaining or operating to create and share added value with and for our customers.

Our success is the **long-term partnership** we build with **our clients, our partners** and our suppliers, based on **trust, respectful of our commitments**.



2. WE COMMIT TO SAFETY, ETHICS & CYBERSECURITY

Within our **decentralised organisation**, each employee is deeply committed to respect and promote at the highest level our 3 "must-haves":

- ▶ Everybody to **return home safely**.
- ▶ Lead by example **ensuring best practices in Ethics** with all our stakeholders.
- ▶ **Cybersecurity** to protect our clients' data and ours.



3. WE IMPROVE OUR CLIENTS' ENVIRONMENTAL TRANSITION

We are **committed to be proactive to decarbonise our clients' operations**: decarbonised energy, cooling and heating, electrification, transport and storage of electricity and better use of this energy in buildings and infrastructures.



4. WE IMPROVE OUR OWN ENVIRONMENTAL FOOTPRINT

We are **committed to improve our carbon, waste, water & biodiversity footprint** and those of our suppliers: offices, sites, transportation.

We invest in innovations and **technologies** to drive environmental transition.



5. WE ENGAGE IN OUR COMMUNITY'S DEVELOPMENT

Deeply rooted in our communities, we are a **proactive and responsible local economic actor by creating jobs and providing professional qualifications**.

We play an active role in improving the social and economic resilience of our communities.



6. WE PROVIDE FAIR & EQUAL OPPORTUNITIES FOR ALL

It is our responsibility to **give everyone the same chance to express and develop their potential and talent**.

We are proud to promote a strong culture of diversity and inclusion **at all levels of our company**.



7. SHARE FRUITS OF PERFORMANCE

We want our employees to be proud of our performance and sense of belonging.

We want to share, wherever possible, the fruits of our performance, thanks to adapted profit-sharing mechanisms, rewarding strong individual and team performance, fair bonus schemes and Equans' employee shareholding.



KPIs & Targets

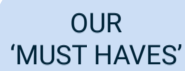
● Global ▲ External

The following KPIs and targets support our **Perform** and **Select & Focus** initiatives



1. WE DELIVER OPERATIONAL EXCELLENCE		KPI	Target
	85% of our business to be recurrent (a local contract 2 consecutive years with the same client)		●
	Government's Prompt Payment Code compliance - minimum of 95% of invoices paid within 60 days		▲
	Net Promoter score for Customer Satisfaction +25		●

The following KPIs and targets support our **'Must Haves'**, Safety, Ethics and Cyber Security



2. WE COMMIT TO SAFETY, ETHICS & CYBER SECURITY		KPI	Target
SAFETY	0 serious accidents	●	
	Group Frequency Rate <3.17 (Employee only)	●	
ETHICS	95% of managers to complete the Equans Essentials ethics training		●
	100% of allegations, that have been reported via the whistleblowing platform will be investigated in accordance with the UK MBU Incident Management Committee (IMC) process		▲
	95% of managers to complete the Equans Essentials modern slavery awareness training		▲
	90% of non-managers to complete the Equans Essentials modern slavery awareness training		▲
CYBER SECURITY	Ivanti Neurons Risk Sence (RS) score >700		●
	95% of connected employees to complete the Equans Essentials cyber security training		●
	Achieve UK Cyber Essentials (CE) and CE+ by end of 2025		▲

The following KPIs and targets support **Our Planet** initiative



3. WE IMPROVE OUR CLIENTS' ENVIRONMENTAL TRANSITION		KPI	Target
	% of our offers in value with a low-carbon alternative solution		●
4. WE IMPROVE OUR OWN ENVIRONMENTAL FOOTPRINT		KPI	Target
	Net Zero by 2035 from a 2023 baseline for Scope 1 and 2 emissions	▲	
	100% of offices with energy consumption <210kWh/m2 by 2030*		●
	A 52% reduction in Scope 3 carbon intensity by 2030 from a 2023 baseline		●▲
	Scope 3 Roadmap Framework in partnership with Procurement		●

The following KPIs and targets support **Our Planet** and **Our Teams** initiatives



5. WE ENGAGE IN OUR COMMUNITY'S DEVELOPMENT		KPI	Target
	5% of workforce from apprenticeship programs by 2025	●	
	Increase Social Value (£) delivered by 3% on previous year	▲	
	Minimum of one training intervention per employee		▲
	5% increase in Social Enterprise spend on previous year		▲
6. WE PROVIDE FAIR & EQUAL OPPORTUNITIES FOR ALL		KPI	Target
	Increase by 10% female managers by 2026 across the group (2% growth per annum)	●	
	Increase representation of Ethnically Diverse Managers at Level 1-5a to 13% by 2026	▲	
	Increase representation of Female Managers at Level 1-5a, to 27% by 2025 and to 30% by 2026		▲
	50% of Early Careers new hires to be female		▲
	25% of Early Careers new hires to be Ethnically diverse		▲

The following KPIs and targets support **Our Teams** initiative to Attract, Develop and Care



7. SHARE FRUITS OF PERFORMANCE		KPI	Target
	% employee shareholders by 2026	●	
	Improvement in Echo survey results compared to previous years	●	

